

## Ford of Europe Fact Sheet – August 2009

**Ford Motor Company**, a global automotive industry leader based in Dearborn, Mich., manufactures or distributes automobiles across six continents. With about 205,000 employees and about 90 plants worldwide, the company's wholly owned automotive brands include Ford, Lincoln, Mercury and Volvo. The company provides financial services through Ford Motor Credit Company. For more information regarding Ford's products, please visit [www.ford.com](http://www.ford.com).

**Ford of Europe** is responsible for producing, selling and servicing Ford brand vehicles in 51 individual markets and employs approximately 69,400 employees. Ford is Europe's No.2 best-selling vehicle brand. In addition to Ford Motor Credit Company, Ford of Europe operations include Ford Customer Service Division and 22 manufacturing facilities, including joint ventures. The first Ford cars were shipped to Europe in 1903 – the same year Ford Motor Company was founded. European production started in 1911.

### July 2009 sales volume (in registrations):

	July 09	July YTD 09
<b>Industry Euro 19<sup>1</sup></b>	1,397,400	9,541,300
	down 21,800 / (1.5) % vs. 07/08	down 1,322,900 / (12.2) % vs. 07/08
<b>Ford Euro 19<sup>1</sup></b>	125,200	871,400
Changes vs. 08	up 6,000 / 5.0 % vs. 07/08	down 68,900 / (7.3) % vs. 07/YTD 08
<b>Industry 21</b>	1,543,600	10,745,600
(Euro 19 + Russia, Turkey)	down 207,600 / (11.9) % vs. 07/08	down 2,304,700 / (17.7) % vs. 07/08
<b>Ford Euro 21</b>	135,900	968,200
(Euro 19 + Russia, Turkey)	down 8,700 / (6.0) % vs. 07/08	down 136,000 / (12.3) % vs. 07/YTD 08
<b>Total Ford EURO 51<sup>2</sup></b>	136,500	977,200
(Euro 21+ EDM 30) <sup>3</sup>	down 13,400 / (8.9) % vs. 07/08	down 176,700 / (15.3) % vs. 07/YTD 08

<sup>1</sup> The Euro 19 markets are: Austria, Belgium, Britain, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden and Switzerland. Ford reports sales for Estonia, Latvia and Lithuania through our Finnish National Sales Company, so sales data for the Baltic states is also included within Euro 19.

<sup>2</sup> Total Euro 51 composed of EURO 21 registrations and EDM 30 retail sales, as EDM 30 registrations figures are not available.

<sup>3</sup> EDM 30 or European Direct Markets are: Albania, Algeria, Andorra, Armenia, Azerbaijan, Belarus, Bosnia, Bulgaria, Croatia, Cyprus, Egypt, Georgia, Gibraltar, Kazakhstan, Kyrgyzstan, Libya, Macedonia, Malta, Moldova, Montenegro, Morocco, Romania, Serbia, Slovakia, Slovenia, Tajikistan, Turkmenistan, Tunisia, Ukraine, Uzbekistan.

### July 2009 market share<sup>4</sup>:

	July 09	July YTD 09
<b>Euro 19</b>	9.0 %	9.1 %
	up 0.6 ppts. vs. July 08	up 0.5 ppts. vs. July YTD 08
<b>Total EURO 21</b>	8.8 %	9.0 %
(incl. Russia and Turkey)	up 0.6 ppts. vs. July 08	up 0.5 ppts. vs. July YTD 08

<sup>4</sup> Not available for EDM, where we base our share on non-domestic sales volumes.

July 2009 sales by vehicle line (Euro 19 registrations)<sup>5</sup>:

Model	July 09	o(u) July 08	July YTD 09	o(u) July YTD 08
New Ka	10,500	10,500	62,300	62,300
Total Ka (previous/new)	10,500	7,500	64,000	30,300
New Fiesta	39,900	39,900	277,700	277,700
Total Fiesta (prev./new)	40,000	14,500	282,000	76,800
Fusion	4,100	(1,200)	33,700	(10,800)
Focus	28,700	(2,700)	183,600	(52,200)
Focus CC	700	(300)	6,300	(1,400)
C-MAX	6,800	(1,200)	47,900	(24,000)
Kuga	5,900	2,400	35,500	26,400
Mondeo	8,900	(4,200)	69,800	(35,900)
S-MAX	3,800	(1,200)	25,400	(11,600)
Galaxy	2,300	(500)	16,400	(4,800)
Transit	8,600	(5,400)	70,300	(40,500)
Transit Connect	3,300	(1,200)	23,000	(15,700)
Ranger	800	(200)	8,200	(2,100)

<sup>5</sup> Figures do not include vehicles such as the Fiesta Van, Maverick, Explorer imports and Turkish-built Cargo heavy trucks.

## Ford Top 5 markets ranked by July volume (in registrations), plus Russia:

	July				July year-to-date			
	July 09 Volume	o(u) July o(u) 08	July 09 Share	o(u) July o(u) 08	July ytd Volume	o(u) J ytd o(u) 08	July ytd Share	o(u) J ytd o(u) 08
1. Germany	29,400	9,100	8.2 %	1.2 ppts	192,000	51,800	7.6 %	0.9 ppts.
2. UK	28,500	(3,700)	16.3 %	(1.7)	217,100	(50,700)	17.9 %	1.5
3. Italy	21,400	5,500	9.6 %	2.3	142,300	16,700	9.7 %	2.0
4. France	12,200	(600)	5.5 %	(0.1)	88,400	(200)	5.7 %	0.3
5. Spain	10,000	(300)	8.4 %	1.1	53,500	(39,800)	8.7 %	(0.9)
..7. Russia	5,300	(13,800)	4.6 %	(2.1)	54,400	(62,400)	6.1 %	(0.2)

## Top 5 markets ranked by Ford's share in July:

	July				July year-to-date			
	July 09 Share	o(u) July o(u) 08	July 09 Volume	o(u) July o(u) 08	July ytd Share	o(u) J ytd o(u) 08	July ytd Volume	o(u) J ytd o(u) 08
1. Turkey	17.8 %	3.8 ppts	5,400	(800)	13.6 %	(0.9) ppts.	42,400	(4,700)
2. Hungary	17.6 %	7.8	800	(800)	14.4 %	2.7	7,300	(5,600)
3. UK	16.3 %	(1.7)	28,500	(3,700)	17.9 %	1.5	217,100	(50,700)
4. Ireland	15.6 %	2.4	800	(1,700)	15.5 %	2.0	9,100	(13,900)
5. Czech Rep.	11.0%	3.2	1,700	200	10.0 %	2.4	11,000	1,200

## Ford of Europe

### Corporate:

- In 2008, Ford of Europe's automotive operations reported a profit of \$1.06 billion (excl. special items). This was the fifth consecutive year of profit, the fourth consecutive year-over-year profit improvement and the first year with a profit of more than \$1 billion since 1989 (when we made \$1.69 billion profit).
- As with the second half 2008, first quarter 2009 results were affected significantly by the dramatic lower demand for - and production of - vehicles as a consequence of the economic downturn affecting the European markets and the automotive industry. Ford of Europe's automotive operations reported a loss of \$550 million for the first quarter of 2009.
- In the second quarter 2009, Ford of Europe returned to a profit of \$138 million. Compared with Q1 2009, Ford of Europe profitability improved by \$688 million – a significant achievement given the difficult economic conditions.
- Thanks to its strong product portfolio – led by the new Fiesta – Ford of Europe increased its year-over-year sales volume in July 2009 – for the second month in row and against the industry trend.
- Through this Ford has constantly increased its market share, with July year-to-date shares at record highs in a decade.
- This consolidated further Ford's position as Europe's No 2 best-selling brand.
- The fact that the industry is still declining, though, shows that despite the positive impact of various national vehicle scrappage schemes, the overall trend is still negative and the underlying market weak.
- Ford strongly believes that these incentive schemes should continue for as long as practically possible, and then be phased out in an orderly manner to avoid any dramatic reduction in market demand that could damage the still fragile improvement we have seen in recent months.
- In addition, national governments and the EU need to continue to support all industries in the automotive value chain through innovative tools until the economic crisis has ended.
- In the meantime, we will continue to take decisive measures to sustain a viable business for the future, including bringing our production capacity in line with demand and reducing structural costs to safeguard future product plans.
- Based upon the strategy that has been so successful in Europe in recent years, and on the decisive measures taken so far to address the economic crisis since it appeared, we are confident that we are in a position to emerge as a stronger and more competitive business once the economic situation improves and to sustain a viable business for the future.

### Product:

- Ford of Europe has entered 2009 with its strongest vehicle line-up ever, as 2008 was a record year of new product introductions (20 new products and derivatives). Between 2006 and 2008 we refreshed or renewed every model in our car portfolio. 2009 will see the company focus on establishing these new vehicles in the markets.
- Given the ongoing weak economic climate, this was a good time to introduce smaller, fuel-efficient cars like the new Fiesta (launched in autumn) and new Ka (launched towards the end of last year).
- The Ford EOnetic line of vehicles (Fiesta, Focus and Mondeo) come with best-in-class or among best-in-class low fuel consumption and CO2 emissions and at affordable prices.
- Outstandingly positive media reviews for Focus RS and new versions of Transit Connect, Ranger and Transit EOnetic - all of which have been successfully launched during H1.
- The iosis-MAX concept unveiled at Geneva Motor Show introduces design direction for future C-segment Fords in a MAV execution, plus signals the arrival of FoE's EcoBoost powertrains.
- Ford announced that in 2010 it will launch the first of its range of new-generation EcoBoost direct-injection petrol engines to be built at Bridgend (1.6-litre) and Valencia (2.0-litre). A further, advanced lower-displacement EcoBoost engine will follow in the near future and be built both at Ford's Cologne Engine Plant and its Craiova Plant in Romania.

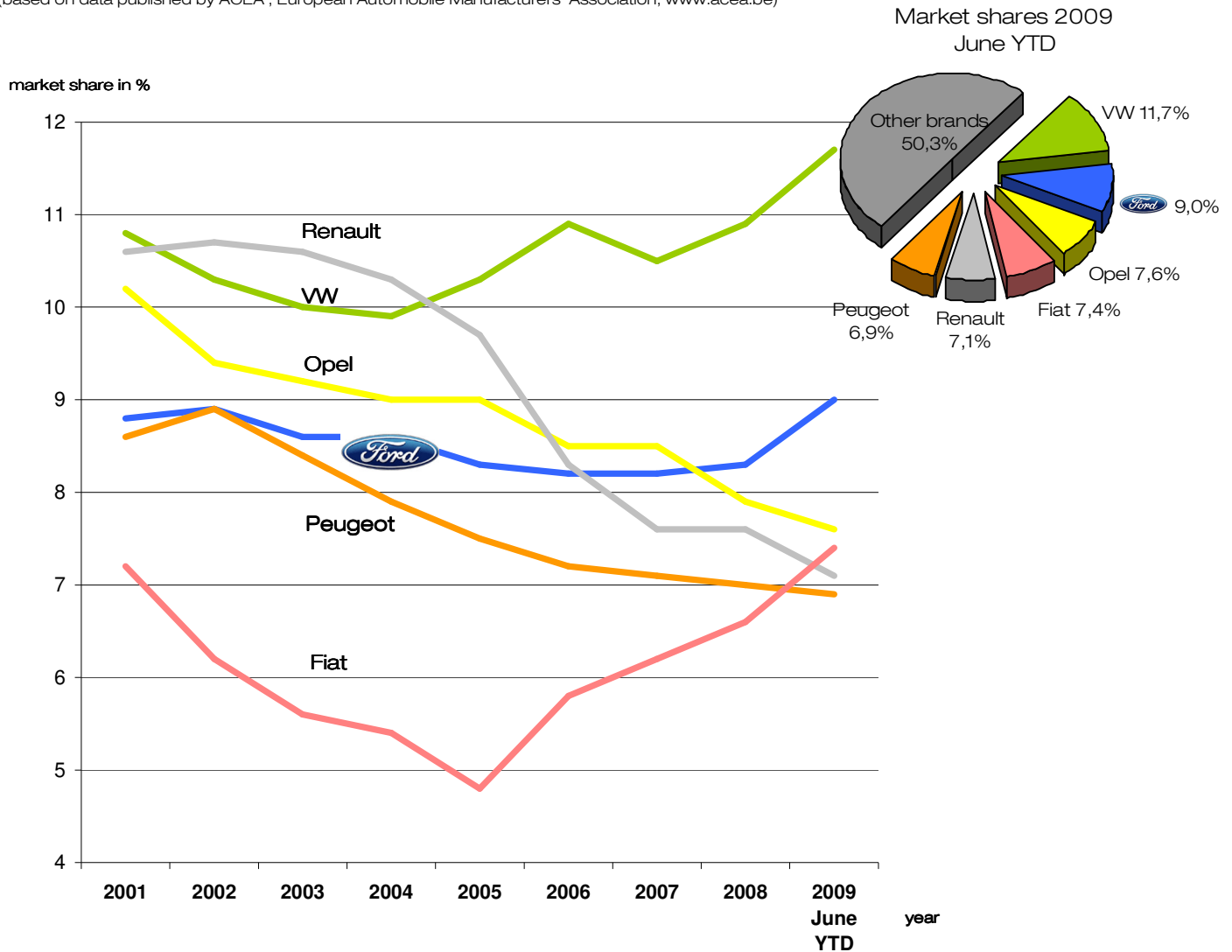
### Sustainability:

- Ford is committed to make mobility more sustainable. By offering high-volume, affordable solutions for millions of customers, we can make a real difference and a meaningful contribution to reducing the carbon footprint of Ford and its customers.
- In Europe Ford is offering a portfolio of environmentally advanced, low-CO2 vehicle technologies:
  - Ford EOnetic line of vehicles, with best-in-class to amongst-best-in-class low fuel consumption/CO2 emissions. In addition to the successful passenger car EOnetic variants of Fiesta, Focus and Mondeo, Ford recently presented with the Ford Transit EOnetic the first commercial vehicle of its EOnetic range, which will be available later this year across Europe. EOnetic is an important part of the Ford product portfolio with further variants and improvements to come.
  - Flexifuel Vehicles (FFVs) – Ford is offering one of the broadest FFV portfolios in Europe with Flexifuel variants of the Focus, C-MAX, Mondeo, S-MAX and Galaxy. Ford's FFVs run on E85 (85 per cent bio-ethanol; 15 per cent petrol), petrol only, or any mix of both in one fuel tank (making them flexible in terms of choice of fuel and operation). Ford supports sustainable production and supply of biofuels.
  - Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG) Vehicles – Depending on local market conditions, Ford offers factory fitted CNG and LPG variants of Fiesta, Focus, C-MAX, Mondeo and Transit.
- Ford continues to work on a portfolio of technologies, fully recognizing there is no single solution. In the near and mid term, our focus will be on the electrification of vehicles (including diesel stop/start, hybrid, plug-in hybrid technology and battery electric vehicles), as well as on the further optimization of conventional technologies that have the potential to deliver positive effects on the carbon footprint for millions of customers in the foreseeable future.

## BEST-SELLING CARMAKERS IN EUROPE: MARKET SHARE DEVELOPMENT 2001 - 2009 JUNE YTD

Source: Western European passenger car registrations

(based on data published by ACEA<sup>1</sup>, European Automobile Manufacturers' Association, [www.acea.be](http://www.acea.be))



	2001	2002	2003	2004	2005	2006	2007	2008	2009 June YTD
VW	10.8%	10.3%	10.0%	9.9%	10.3%	10.9%	10.5%	10.9%	11.7%
Ford	8.8%	8.9%	8.6%	8.6%	8.3%	8.2%	8.2%	8.3%	9.0%
Opel	10.2%	9.4%	9.2%	9.0%	9.0%	8.5%	8.5%	7.9%	7.6%
Fiat	7.2%	6.2%	5.6%	5.4%	4.8%	5.8%	6.2%	6.6%	7.4%
Renault	10.6%	10.7%	10.6%	10.3%	9.7%	8.3%	7.6%	7.6%	7.1%
Peugeot	8.6%	8.9%	8.4%	7.9%	7.5%	7.2%	7.1%	7.0%	6.9%
Other brands	43.8%	45.6%	47.6%	48.9%	50.4%	51.1%	51.9%	51.7%	50.3%
Top brands	56.2%	54.4%	52.4%	51.1%	49.6%	48.9%	48.1%	48.3%	49.7%
Ford rank	4	4	4	4	4	4	3	2	2

<sup>1</sup>) ACEA markets include: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, United Kingdom, Iceland, Norway, Switzerland

## Ford of Europe Manufacturing Facilities:

### Body & Assembly Plants

Plant / Employees	Products
<b>Cologne Body &amp; Assembly</b> (Germany) 4,405 employees	Fiesta, Fusion
<b>Ford Vsevolozhsk Assembly</b> Leningrad Region / St. Petersburg (Russia) 2,665 employees	Focus, Mondeo
<b>Ford Otosan Assembly</b> (Joint Venture), (Turkey) 7,534 employees	Transit, Transit Connect
<b>Genk Body &amp; Assembly</b> (Belgium) 4,731 employees	Mondeo, S-MAX, Galaxy
<b>Saarlouis Body &amp; Assembly</b> (Germany) 6,524 employees	Focus, Focus ST, C-MAX, Kuga
<b>Southampton Body &amp; Assembly</b> (United Kingdom) 1,120 employees	Transit
<b>Valencia Body &amp; Assembly</b> (Spain) 6,180 employees	Fiesta, Focus
<b>Craiova</b> (Romania) 3,900 employees	Ford acquired legal ownership on March 21, 2008 Transit Connect in 2009

### Engine Plants

Plant / Employees	Products
<b>Bridgend Engine – South Wales</b> (United Kingdom) 1,959 employees	1.25 L 4-cyl. <b>Zetec SE</b> – Fiesta 1.4 L 4-cyl. <b>Zetec SE</b> – Fiesta, Fusion, Focus 1.6 L 4-cyl. <b>Zetec SE</b> – Fusion, Focus, C-MAX, Volvo C30, Volvo S40, Volvo V50 1.6 L <b>Zetec SE-VCT</b> – Focus, Mondeo 3.0 L <b>Turbo I6</b> – Volvo S80, V70, XC70 3.2 L <b>I6</b> – Volvo S80, V70, XC60, XC70, XC90, also engines for Jaguar & Land Rover 3.5 L <b>V8</b> – supplied to Jaguar and Land Rover 4.2 L <b>V8</b> – supplied to Jaguar and Land Rover 4.4 L <b>V8</b> – supplied to Jaguar and Land Rover 5.0 L <b>V8</b> – supplied to Jaguar and Land Rover
<b>Valencia Engine</b> (Spain) 469 employees	1.8 L 4-cyl. <b>Duratec HE</b> – Focus, C-MAX, Mondeo, Volvo C30, S40, V50, V70, S80 2.0 L 4-cyl. <b>Duratec HE</b> – Mondeo, S-MAX, Galaxy, Focus, C-MAX, Fiesta ST, Volvo C30, S40, V50, V70, S80 2.3 L 4-cyl. <b>Duratec HE</b> – Mondeo, S-MAX, Galaxy, Transit
<b>Cologne Engine</b> (Germany) 953 employees	4.0 L V-6 <b>SOHC</b> - Explorer, Ranger, Mustang, Explorer Sport Trac, Mazda B-Series also engines for Land Rover, Mercury Mountaineer (North America only)
<b>Dagenham Engine</b> (United Kingdom) 1,994 employees	1.4 L <b>TDCi</b> – Fiesta, Focus 1.6 L <b>TDCi</b> – Fiesta, Fusion, Focus, C-MAX, Mazda 2, Volvo C30, S40, V50 1.8 L <b>TDCi</b> – Focus, C-MAX, Transit Connect, Galaxy, Mondeo, S-MAX 2.0 L <b>TDCi</b> – supplied to Jaguar and Land Rover 2.2 L <b>TDCi</b> – Transit, also supplied to Jaguar and Land Rover 2.4 L <b>TDCi</b> – Transit, also supplied to Jaguar and Land Rover 2.7 L <b>V6 Diesel</b> – also supplied to Jaguar, Land Rover and PSA 3.0 L <b>V6 Diesel</b> – also supplied to Jaguar and Land Rover 3.6 L <b>V8 Diesel</b> – also supplied to Jaguar and Land Rover
<b>Ford Otosan Engine and Transmission</b> Inönü (Joint Venture), (Turkey) 1,608 employees	7.3 L / 9.0 L <b>I6 Diesel</b> – Cargo van 2.4 L 4-cyl. <b>Duratorq</b> – Transit 3.2 L 5-cyl. <b>Duratorq</b> – Transit MT75 <b>Transmissions</b> – Transit

## Transmission Plants

Plant / Employees	Products
<b>Bordeaux Automatic Transmission</b> (France)	<i>Note: Plant no longer owned by Ford, effective May 1, 2009. Sold to HZ Holding. Now called First Aquitaine Transmissions (FAI).</i>
<b>Bordeaux Transaxle</b> (France) 818 employees Note: 50/50 JV Ford/Getrag	<b>IB5 Transaxles:</b> Fiesta, Fusion, Focus, C-MAX, Fusion, Mondeo, Volvo C30, S40, V50, Ka, Mazda 2 <b>IB5 ASM Transaxles:</b> Fiesta, Fusion
<b>Cologne Transmission</b> (Germany) 1,521 employees Note: 50/50 JV Ford/Getrag	<b>MTX75 Transmissions:</b> Focus, C-MAX, Mondeo, Transit Connect, S-MAX, Galaxy, Transit, also transmissions for Jaguar, Mazda3, Volvo C30, S40, V50, V70, S80 <b>VXT75/VMT6 Transmissions:</b> Transit <b>MMT6 Transmissions:</b> Mondeo, Focus, C-MAX, Galaxy, S-MAX, Volvo, C30, S40, V50, C70, also transmissions for Jaguar <b>M56/M66:</b> Focus, S-MAX, Kuga, Volvo C30, V50, S60, V70, S80, S40, C70, XC60, XC70, XC90, also transmissions for Land Rover
<b>Halewood Transmission</b> (United Kingdom) 699 employees Note: 50/50 JV Ford/Getrag	<b>IB5 Transaxles:</b> Fiesta, Fusion, Ka <b>MT75 Transmissions:</b> Transit <b>MT82 Transmissions:</b> Transit, also transmissions for Land Rover
<b>Kechnec Transmission</b> Kechnec/Kosice (Slovakia) 755 employees Note: 50/50 JV Ford/Getrag	<b>MPS6 Transmissions:</b> Ford Focus and C-MAX, Volvo C30, C70, V50, S40 <b>SPS6 Transmissions</b>

## Tool &amp; Die Plants / Stamping Plants

Plant / Employees	Products
<b>Cologne Tool &amp; Die</b> (Germany) 927 employees	Stamping dies, fixtures, jigs, soft tooling and die repairs for all Ford vehicles
<b>Dagenham Stamping Operations</b> (United Kingdom) 972 employees	Panels, sub-assemblies, wheels

## Casting/Forging Aluminium Plants

Plant / Employees	Products
<b>Cologne Die Cast Plant</b> (Germany) 221 employees	Aluminium die castings for transmissions and engines
<b>TEKFOR Cologne GmbH</b> 380 employees Note: 50/50 JV Ford/Neumayer	Gears, ring gears, shafts, chassis and engine components

**Ford of Europe Leadership Team:**

<b>Name</b>	<b>Position</b>
<b>John Fleming</b>	Executive Vice President and Chairman and CEO, Ford of Europe
<b>Joe Bakaj</b>	Vice President, Global Product Programs and Product Development
<b>Birgit Behrendt</b>	Executive Director, Global Programs and Vice President, Purchasing
<b>Nick Caton</b>	Vice President, Human Resources
<b>Paul Landray</b>	IT Director, Ford of Europe
<b>Frank Lazzaro</b>	CFO and Vice President, Finance and Strategic Planning
<b>Ken Macfarlane</b>	Vice President, Manufacturing
<b>Kevin O'Neill</b>	Vice President, Quality
<b>Wolfgang Schneider</b>	Vice President, Legal, Governmental and Environmental Affairs
<b>Bernard Silverstone</b>	Chairman, Ford Financial Europe
<b>Ian Slater</b>	Vice President, Communications & Public Affairs
<b>Ingvar Sviggum</b>	Vice President, Marketing, Sales and Service

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